

18 February 1983

MEMORANDUM FOR: C/HRPS/OP

FROM: 

STAT

SUBJECT: Results of Comparison of Reasons for Separation

1. I have attached the report reviewing the reasons employees are separating from the Agency. Not surprisingly, the report shows that the majority of separations are due to retirements. For every 100 separations, forty are due to retirement; twenty are due to job dissatisfaction; twenty are due to personal reasons; and the remaining twenty are for miscellaneous reasons (including community dissatisfaction and involuntary terminations). Further, the relative proportions of the separation categories remain virtually constant for all the Career Service groups over the last three fiscal years.

2. The above findings suggest that the the proportion of employees who decide to separate their employment can be predicted with a great deal of precision. This may be very useful to us when considering the highly probable changes in the retirement systems and freezing salaries in 1984, because we can monitor the effects on the proportion of separations quite easily. The quantity of employee dissatisfaction could be accurately determined by how much the FY 1983 proportions deviate from our past separation experience.

3. Although the relative proportion of separations is virtually constant, two slight deviations were detectable in the DCI and DDI Career Service. In both Career Service groups the proportion of separations within the job dissatisfaction category is greater than the expected value by approximately 20%. The DDI's increase in job dissatisfaction separations may be attributable to the recent organizational change from functional to geographic specialties. The DCI's increase in job dissatisfaction separations may be due to the change in CIA management which resulted from the 1980 election.

4. In summary, the results show a remarkable degree of constancy in which almost half of all the Agency's separations are retirements category. Moreover, the methodology used in these comparisons can obviously be used to monitor any serious employee dissatisfaction that may develop during FY 1983 because of pending benefits legislation. Logically, I would expect increases in the job dissatisfaction and retirement categories. If these increases do occur, the extent of the increase can be monitored by measuring the type of separations at critical points during the year.

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A COMPARISON OF THE REASONS FOR SEPARATIONS  
DURING THE LAST THREE FISCAL YEARS

Within the PERSIGN database the stated reason an employee separates from the Agency is recorded. Upon request from HRPS, a computer program, written by I&AB, tabulated the number of separations within each of several reasons for separation categories. These categories were further combined into six unique groups which are listed below:

REASON FOR SEPARATION GROUPS

C - Community Dissatisfaction  
J - Job Dissatisfaction  
M - Miscellaneous or Unknown Reason  
P - Personal Reason  
R - Retirement  
T - Involuntary Termination and Resignation  
in Lieu of Termination

Our major purpose in the following comparisons is to highlight any systematic trends for the reasons employees stated for separation. The initial questions are:

1. Do the percentage of separations in each reason for separation group change from 1980 through 1982?
2. Do the percentage of separations of the separation-reason groups depend on the career service group of the separated employees?

The approach to the first question is to compare the percentage of separations in each separation-reason group during the last three fiscal years. Table I shows the percent of separations across the separation-reason group during each fiscal year. From Table I we find that the total separations have decreased from a high in 1980 of  to a low of  in 1982. Further, the percentage of separations across the different reasons for separation groups does not change significantly as a function of the fiscal year. It is interesting to note the higher percent of separations in the retirement group for FY 1980, suggesting that during a high retirement period 50% of the total separations are due to retirement.

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TABLE I  
PERCENT SEPARATIONS FOR EACH REASON  
FACTOR FOR EACH FISCAL YEAR

YEAR	FACTOR						TOTAL
FREQUENCY	C	J	M	P	R	T	SEPS
ROW PCT							STAT
1980	<div></div>						STAT
1981							
1982							
<div></div>							STAT

The second question is addressed by comparing the overall distribution of percent separations for the Agency with the corresponding overall distributions in the career service groups. The Chi Square statistic is used to detect differences between the Agency's overall distribution and the career service group's distributions. The results of the Chi Square are shown in the SAS statistical tables and show that the majority of career services are in congruence with the Agency's distribution. The DCI and DDI career services are the only exception to this basic finding. In both career service groups the percentage of separations in the job-dissatisfaction category is higher than the overall Agency value of approximately 20%. The reason for these consistently higher percentages in the job-dissatisfaction category might be the result of the political environment and report producing factors in the DCI and DDI.

From the results of the comparisons on the reasons for separation during the last three fiscal years and across the five career services, we can conclude that the percentage of separations in each separation reason category is very nearly a constant. Thus, we can, with a higher degree of confidence, predict that the separations in 1983 will be distributed across the six reasons for separations by the proportions shown in Table II based each 100 separations.

TABLE II

REASON FOR SEPARATION

	C	J	M	P	R	T	TOTAL
Proportion of Total Separations	4.33	18.37	16.00	14.00	41.33	5.67	100

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